



Homelessness Prevention in the Midst of COVID-19

June 10, 2020



Housekeeping

- A recording of today's session, along with the slide deck and a copy of the Chat and Q&A content will be posted to the HUD Exchange within 2-3 business days
- Event information for upcoming Office Hours, along with copies of all materials can be found here:

<https://www.hudexchange.info/homelessness-assistance/diseases/#covid-19-webinars-and-office-hours>

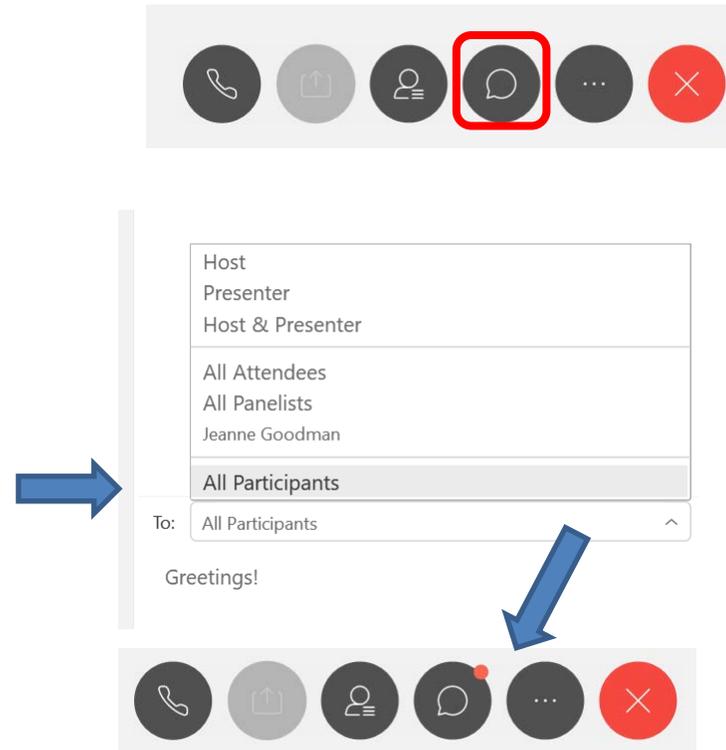
- To join the webinar via the phone, please call in using:
1-855-797-9485 Access code: 161 580 5838

Chat Feature

Select the Chat icon to make a comment or ask a question.

Be certain the To field is set to **All Participants**

An orange dot on the Chat icon indicates that you have unread messages.



Panelists/Resource Advisors

- **Norm Suchar** - Office of Special Needs Assistance Program (SNAPS)
- **Regina Cannon** - C4 Innovations
- **Kayleigh Silver** and **Greg Barchuk** - Montgomery County, PA
- **Julie McFarland** – Technical Assistance Provider, Cloudburst

Overview

- CARES Act resources are designed to prevent the spread of COVID and to reduce the harm caused by COVID. The safest place for people to be during the epidemic is in housing.
- Anybody can spread COVID, and it is most likely to spread in crowded indoor spaces, especially emergency shelters with shared sleeping areas, and in places that lack proper hygiene, such as homelessness encampments.

Overview

- People most likely to be harmed by COVID include racial minorities, especially Black and Indigenous people, those who are elderly, and those who have health problems, especially respiratory problems.
- COVID has also had an economic impact on our communities, including job loss, housing instability, and increased risk of homelessness, and these economic effects are also most likely to impact racial minorities, especially Black and Indigenous people.

Overview

For a successful strategy, set rehousing and prevention goals, particularly for people in high-risk settings:

- People who are unsheltered
- People in high-risk shelters with shared sleeping areas
- People exiting non-congregate shelters
- People at greatest risk of losing their housing and entering emergency shelters or unsheltered locations

Webinar Objectives

- 1) Gain knowledge of the elements of a homelessness prevention strategy.
- 2) Takeaway tools help you make concrete decisions about your prevention programs.
- 3) Provide concrete examples of effective approaches to homelessness prevention.

Agenda

- Review Prevention and Rehousing Strategy Elements
- Discuss Homelessness Prevention Resources
- Discuss a Framework for Targeting Prevention Resources
- Describe an Example of Setting Prevention Goals and Designing Prevention Programs
- Provide a Community Example of a Neighborhood-Based Prevention Approach

Prevention & Rehousing Strategy



1 Gather Change Agents

- **ESG (City, County, State) and CoC Leaders** Include individuals with decision making power
- **Individuals with lived experience of homelessness**
- **Non-traditional partners** Smaller organizations and groups that reach your targeted sub-population or neighborhoods
- **Public Health, Healthcare & Workforce Development Providers**



2 Articulate Vision

- **Data- & Equity-driven**
- **Current context responsive**
- **Leverages funding for large impact**



3 Plan with Accountability

- **Determine funding allocations**
- **Goals with milestones** Utilizing baseline data, project the expected outcomes and interim milestones that will indicate to stakeholders the community is on track.
- **Describe strategies to be implemented**
- **Use planning tools** The HUD SNAPS R & CIPT tool (highlighted in this presentation) or other tool

Update Consolidated Plan and IDIS, as needed



4 Implement

- **Solicitation Process** Adapt local policies to include non-traditional partners; provide tools to explain application process
- **Scaling Up** Focus on effective and efficient solutions (Landlord & PHA engagement, Housing surges, etc.)
- **Program Delivery** Provide capacity building to smaller / newer providers; articulate continuous improvement

5 Evaluate (process and impact) Revisit Plan & Repeat Cycle



Targeting Prevention that is Effective and Efficient

Prevention programs reduce homelessness when they are both effective and efficient.

Effective interventions help people find and maintain stable housing and avoid homelessness.

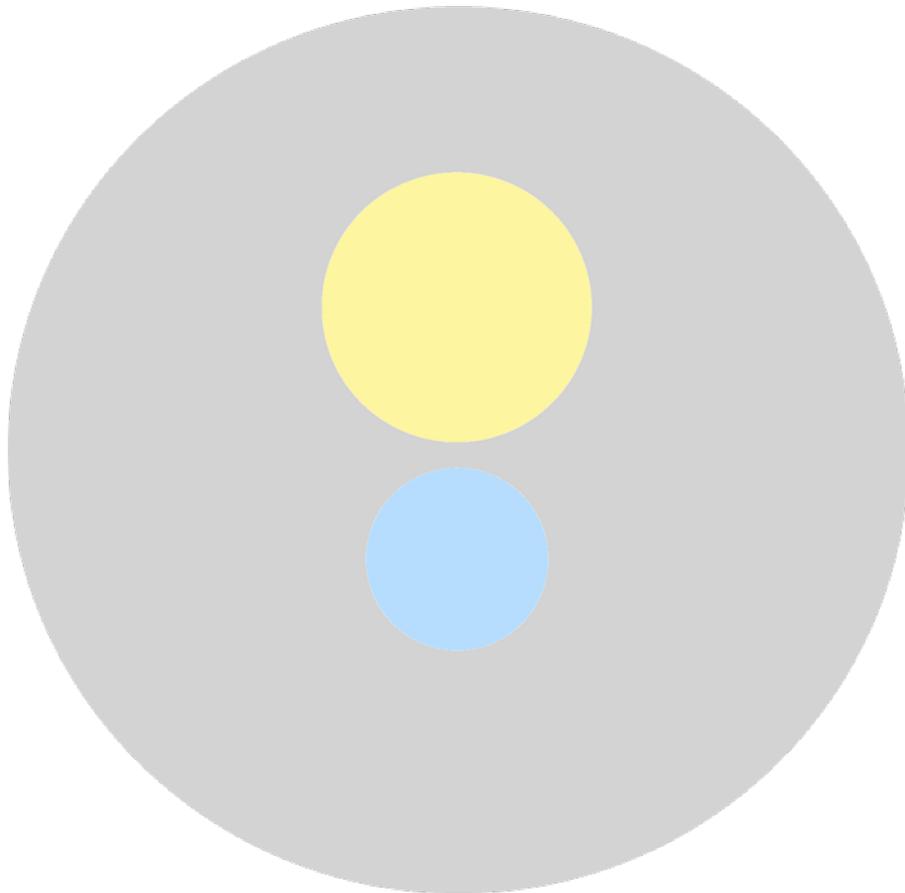
Efficient interventions assist people who would experience homelessness in its absence.

For more information about Effectiveness and Efficiency of homelessness prevention programs, see the [Center for Evidence-Based Solutions to Homelessness](#)

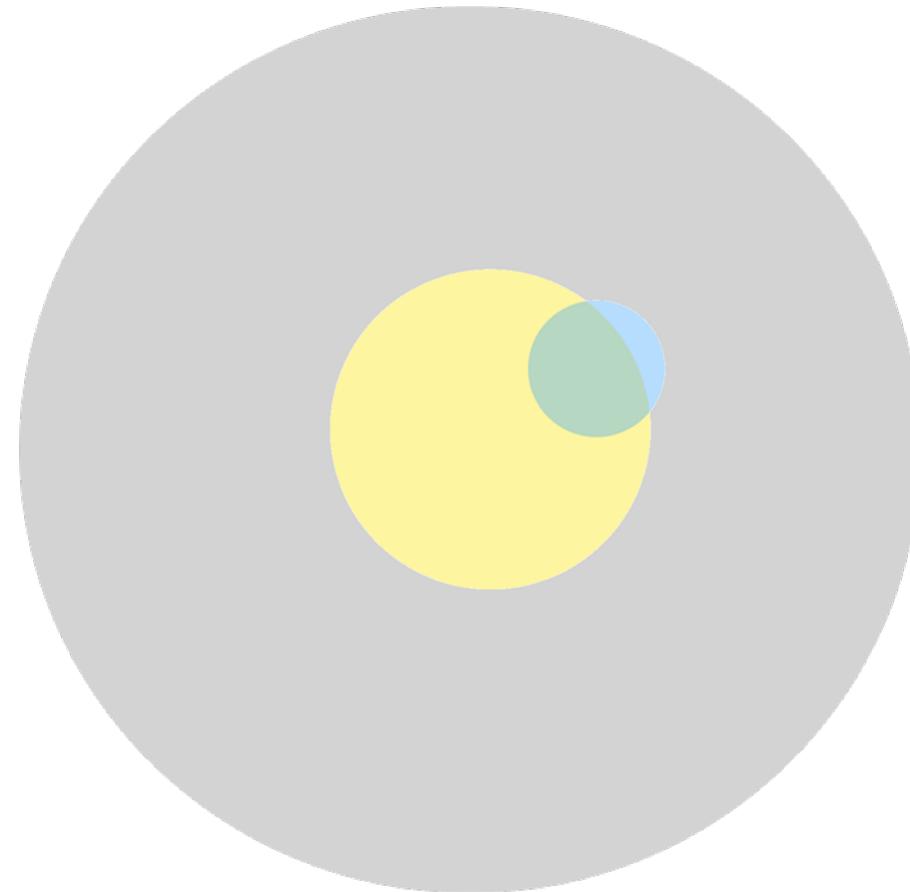


Targeting Prevention that is Effective and Efficient

Example of Inefficient Targeting



Example of Efficient Targeting



Key

-  People at risk of becoming homeless
-  People who will become homeless and seek assistance
-  Targeted Prevention

Primary Prevention Strategies

Primary Prevention strategies aim to reduce individual and structural risk factors that contribute to homelessness and increase protective factors that shield against homelessness.

Primary Prevention Strategies

Universal Strategies: Provide protection to a broad array of people who might be at risk of homelessness. These include public benefits programs, affordable housing development, and education and employment programs.

Selected Group Strategies: Target assistance to populations at higher risk of homelessness, such as people who live in high poverty neighborhoods or who are exiting from institutional care.

Indicated Group Strategies: Serve people who are likely to have to stay in emergency shelter or unsheltered location because of individual circumstances, or because they have experienced a crisis event (e.g. fleeing DV, having a health problem, being evicted from housing) that is likely to lead to homelessness.

Primary Prevention: Selected Group Strategies

| | |
|--------------------------|--|
| Goal | Keep marginalized populations housed, targeting assistance to those who likely face significant structural barriers that make loss of housing more likely. If correctly designed, adequately resourced, and informed by people most impacted, these strategies will reduce racial disparities in who experiences homelessness. |
| Target Population | Groups or populations with a particularly high risk of homelessness as members of a protected class |
| Key Partnerships | People with lived experience, Civil Legal Aid/Eviction Courts, Advocacy organizations and Non-profits primarily led by people of color and primarily serving the selected target population(s) |

To have the greatest impact, identify the most disproportionately impacted communities rather than all marginalized populations.

Selected Group Strategies: Examples

NYC Homebase - Uses data to target households most likely to experience homelessness, including geo-coding to identify “hot spots’ of shelter demand.

Columbus, OH Community Shelter Board - Uses data to target assistance geographically where there are high proportions of people impacted by racism and poverty

Primary Prevention: Indicated Group Strategies

| | |
|--------------------------|---|
| Goal | Keep people housed who are likely to have a stay in emergency shelter or unsheltered location because of individual circumstances. Most efficient at preventing homelessness and often require the use of an assessment tool to determine who is most likely to experience homelessness. |
| Target Population | Those most likely to experience homelessness but for the assistance. Risk and predictive factors should be identified using local data, including the characteristics of the households entering shelter. |
| Key Partnerships | People with lived, experience, Health clinics, schools, religious leaders, criminal justice partners |

Ensure that the program is designed to provide the assistance or services that will be needed to prevent homelessness for people at high risk of homelessness or high risk of COVID

Indicated Group Strategies: Risk Factors

It is important to identify both risk and protective factors to be efficient with indicated group strategies. Use this information about common pathways to inform how you might create targeted strategies.

- Households who have eviction proceedings initiated;
- Families with young head of household;
- Households in doubled-up situations;
- Households who are losing their homes or have an eviction threat and recently lost employment in a sector impacted substantially by COVID-19 shutdowns;
- Individuals who exit institutions like detention, jails, prisons, or hospitals; or,
- Individuals who age out of foster care.

Indicated Group Strategies: Examples

Washington State Department of Commerce - Targeted Prevention Screening Tool assesses risk factors and rehousing barriers to prioritize populations at greatest risk of experiencing literal homelessness.

Omaha, NE - began using risk factors based on HPRP, SSVF and community-based research to intentionally target private investments during COVID response

Types of Prevention: Secondary Prevention Strategies

| | |
|--------------------------|--|
| Goal | Commonly referred to as Diversion, provides a safe alternative for people who are seeking shelter or are moving to an unsheltered location. Prevents prolonged experiences of homelessness and avoids unnecessary shelter stays, preserving shelter and homeless housing resources for households with no other options. |
| Target Population | Households at the “front door” of the homeless response system at the point(s) they are seeking shelter or facing unsheltered homelessness. |
| Key Partnerships | People with lived experience, Coordinated Entry teams, Emergency Shelter Providers, Non-profits primarily led by people of color and primarily serving populations facing the greatest disparities |

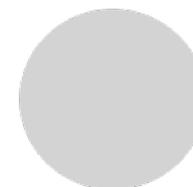
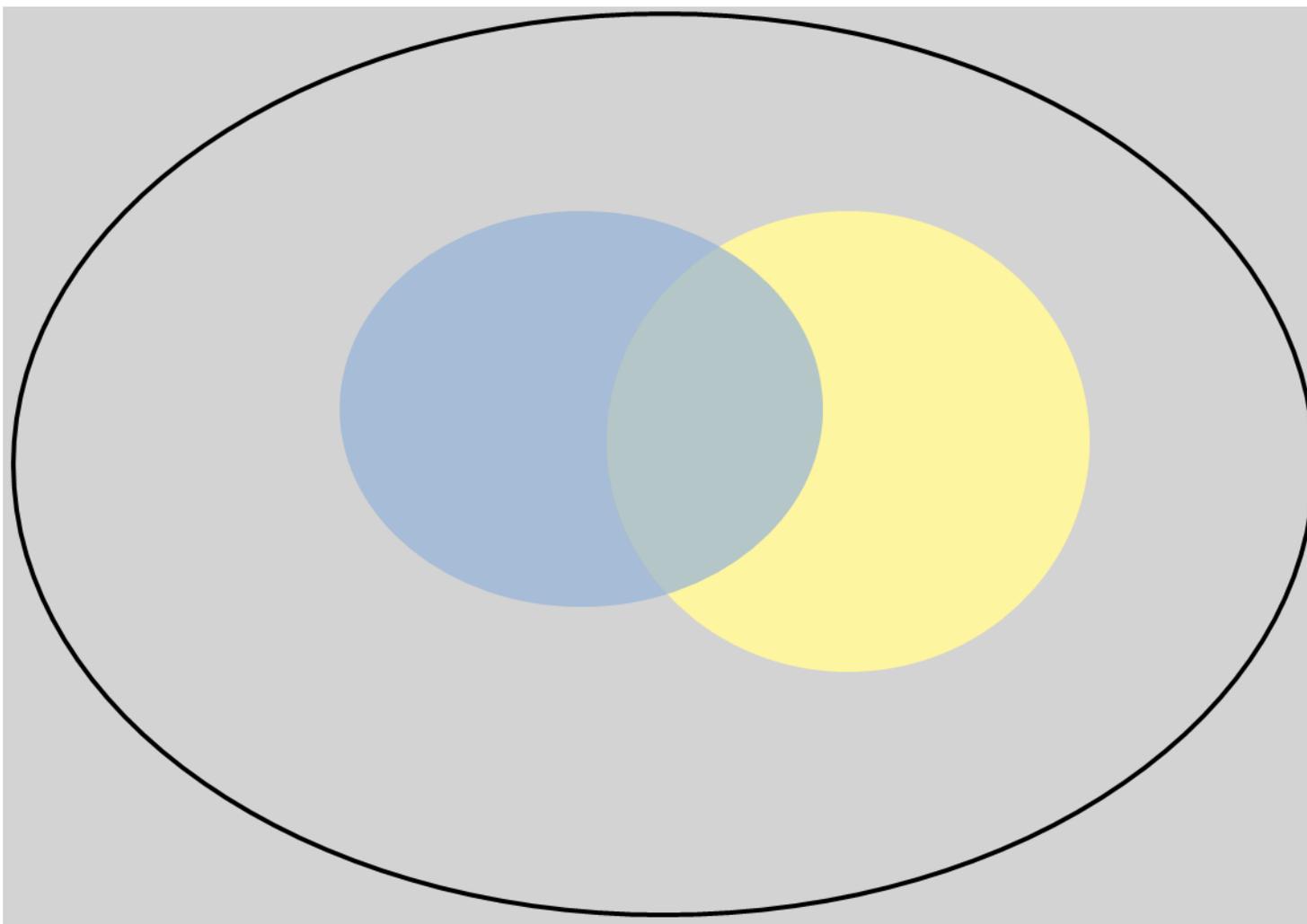
Strategic placement of the interventions and adoption of problem-solving techniques are critical to success in these strategies.

Secondary Prevention Strategies: Examples

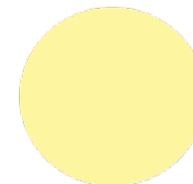
Missoula, MT - Centralized diversion fund for people at the front doors of their system (including emergency shelter, drop in, outreach).

Washington, DC - Shelter diversion approach embedded in central intake for families at Virginia Williams Family Resource Center. Primary objective at intake is identifying safe alternatives to emergency shelter.

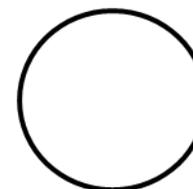
Prevention Pitfalls: Inadequate Targeting



At risk of homelessness



Will need to access shelter



Eligible to be served by prevention program



Actually served by prevention program



Coordinated Investment Planning Process Steps

- Create goals based on needs
- Design the approach to meet the needs
- Identify available resources to support the approach
- Determine funding allocations that support your goals, values and strategy

Creating Goals Based on Needs

| Prevention Goals | Cohort—Target Population and Intervention | Number in Cohort |
|---|--|------------------|
| Prevent housing loss for 200 households at risk of homelessness in zip code 12345 | At risk households with & without a lease in targeted zip code Homelessness Prevention | 200 |
| Provide diversion assistance for all households attempting to access shelter | All households seeking access to shelter are engaged with housing problem solving and short-term rental assistance | 600 |
| Prevent homelessness for 60 people released from jail or prison because of COVID | People released from jail or prison receive housing problem solving and short-term rental assistance | 60 |

Identify Resources to Support the Approach

| Source | Amount |
|--|-------------|
| Springfield ESG-CV (1 st Award) | \$4,000,000 |
| Springfield ESG-CV (2 nd Award) | \$6,000,000 |
| Springfield CDBG-CV | \$1,000,000 |
| FEMA | \$640,000 |

Design the Approach to Meet the Needs

| Project Type | Description | Monthly Caseload | Average Duration | Average Monthly Assistance | Other Costs | Average Cost per Household | Equity Elements |
|--|---|------------------|------------------|----------------------------|-------------|----------------------------|--|
| Homelessness Prevention | Selected group primary prevention strategy to reduce homelessness in one neighborhood | 40 | 2 months | \$1,500 | \$1,400 | \$4,400 | Analysis of entry into homelessness found that zip code 12345 was most common area for where people lived before entry |
| Housing Problem Solving and Short-Term Rental Assistance | Secondary prevention strategy to divert households that seek shelter assistance | 40 | 1 month | \$1,000 | \$200 | \$1,200 | Ensure housing problem solving staff and agencies are people & agencies that are trustworthy to clients who are BIPOC (Black, Indigenous, People of Color) |
| Homelessness Prevention | Selected group primary prevention strategy to reduce homelessness for people exiting jail or prison | 20 | 2 months | \$1,500 | \$1,400 | \$4,400 | Identify employers with a good track record of hiring people who are BIPOC. |

Determine funding allocations

| Cohort | Amount Allocated | Resource #1 | Project Type | Hshlds Served | Amount Allocated | Resource #2 | Project Type | Hshlds Served | Amount Allocated |
|---|------------------|------------------|--------------|---------------|------------------|------------------|--------------|---------------|------------------|
| Selected group primary prevention strategy to reduce homelessness in one neighborhood | \$880,000 | CDBG-CV | HP | 100 | \$440,000 | ESG-CV (Phase 2) | HP | 100 | \$440,000 |
| Provide diversion assistance for all households attempting to access shelter | \$720,000 | ESG-CV (Phase 2) | HP | 400 | \$480,000 | CDBG-CV | RA | 200 | \$240,000 |
| Prevent homelessness for 60 people released from jail or prison because of COVID | \$264,000 | ESG-CV (Phase 1) | HP | 60 | \$264,000 | ----- | ---- | ---- | ----- |

Community Spotlight: Using Prevention to Promote Equity

Montgomery County, PA



Homelessness Prevention Pilots



Eviction Prevention and Intervention Coalition (EPIC)



The Sprout Initiative (School-Based Prevention)



Court Based Eviction Prevention Program

Project concept: Provide free, limited legal representation and social services to tenants facing eviction in a geographically-targeted area of the county.

Key partners:

- local Bar Association and Foundation
- Legal Aid
- Court administration
- Social services partner

Project budget:

\$160,000 to serve 120 households. Leverages case management and social services administration of current housing provider, Legal Aid services, and volunteers (in-kind support).

Key Components of Court Based Eviction Prevention Program

Legal representation

- On site, same day legal consultation, mediation, and representation
- Provided by volunteer lawyers & PT paid lawyer
- Bar Association recruits, trains, and organizes volunteers
- Free CLE's offered for lawyers who sign up for 1 shift

Social Services

- Case manager provides intake & assessment
- Completes Housing Stability Plans & Budgets
- Distributes financial assistance if appropriate
 - Up to \$1500 per household
- Data entry into HMIS
- Follow-up for 30 days

Impact



Eviction Prevention and Intervention Coalition (EPIC) Impact

(court based eviction prevention program serving over 200 individuals in 2018)



evictions were prevented in 2018



of evictions were successfully prevented including over 90% of evictions faced by households headed by a woman of color



Why are people being evicted?

- 33% illness, landlord disputes, etc.
- 28% financial issues
- 26% job loss
- 13% habitability issues



Total financial assistance: \$60,935



Demographics

Black/African American: 68%

Women: 75%

School-Based Family Stabilization Program

Project concept: Provide housing services to vulnerable families with children who are identified by their school as experiencing homelessness, but not eligible for HUD programs.

Key partners:

- School district
- Social Services partner
- University research team

Project budget:

\$105,000 for 18-month pilot project to serve 10-15 households

Impact



40

Children served in 2018

15

households stabilized



11

moved into a new place



2

were able to remain in their home



2

utilized only case management services to make their situation more tenable



Total financial assistance: \$75,000

Prevention Recommendations

- Use local data & voices to target prevention resources (geographically, demographically)
- Formalize partnerships with other systems through cross-sector Advisory Teams & written procedures
- Start small with “pilot” projects, tweak, and bring to scale
- Invest in research & evaluation to quantify impact

Q & A



**Please remember to submit your
question to ALL PARTICIPANTS**



Federal Websites and Resources

HUD: <https://disaster-response-rehousing.info/>

<https://www.hudexchange.info/resource/6055/covid19-homeless-system-response-five-things-to-consider-when-investing-esg-in-homelessness-prevention/>

Center for Evidence Based Solutions to Homelessness:

<http://www.evidenceonhomelessness.com/topic/homelessness-prevention/>

HUD Study on Market Based Predictors:

<https://www.huduser.gov/portal/publications/Market-Predictors-of-Homelessness.html>

Community Websites and Resources

EPIC (Montgomery County, PA):

<https://www.montgomerybar.org/for-the-public/eviction-prevention-intervention-coalition.php>

The Sprout Initiative (Montgomery County, PA):

<https://yourwayhome.org/sprout-initiative>